Personnel Administration Office

Annual Report 2000-2001

Government of Alberta
2001 IPAC
Gold Award
for Innovative
Management

PERSONNEL
ADMINISTRATION
OFFICE

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Personnel Administration Office

GOVERNMENT'S PREFERRED FUTURE OF THE ALBERTA PUBLIC SERVICE

The Alberta Public Service is respected for its attitudes, knowledge and skills, its effective management of public policy and its dedication to achieving quality, affordable services for Albertans.

VISION

PAO — Building a strong public service.

MISSION STATEMENT

Our mission is to develop corporate human resource strategies, policy frameworks and strategic support services that enable departments to fulfill their business plan goals and achieve government's preferred future of the Alberta public service. Our mission supports the government's core businesses of people, prosperity and preservation.

Core Businesses	Goals
Our core businesses are: • to develop corporate human resource strategies and policy frameworks for benefits; classification and compensation; labour relations; occupational health and safety; staffing and workforce development; and • to provide executive recruitment; collective bargaining; an employee assistance program; and leadership in human resource information management.	**Strategic Leadership** Provide strategic leadership to departments in addressing cross-department human resource needs and issues. **Alignment/Commitment** Provide human resource strategies, policy frameworks and consulting services that assist departments in compensating, rewarding and recognizing employees. **Well-being** Provide human resource strategies, policy frameworks and consulting services that assist departments in providing a safe work environment and supporting the well-being of employees. **Competence/Versatility** Provide human resource strategies, policy frameworks and consulting services that assist departments in attracting, selecting and developing employees to meet current and future needs.

Operational Overview

The Personnel Administration Office (PAO) is the central human resources arm of government. PAO works with departments to develop government-wide human resource strategies and policy frameworks in a variety of areas to support departments in achieving their business plan goals. PAO is also responsible for the delivery of corporate strategic services:

Corporate Human Resource Policy and Consulting

Develops human resource strategies and policy frameworks and provides expert consulting to departments in the areas of benefits, classification and compensation, labour relations, occupational health and safety, and staffing and workforce development. Also conducts collective bargaining on behalf of government as an employer and provides an employee assistance program for public service employees.

Executive Search

Provides executive search and consulting services in the recruitment and selection of executives and senior officials for the public service and significant agencies, boards and commissions. Also assists departments in facilitating internal and external executive mobility initiatives and leadership continuity strategies.

Client Relations

Works with departments to understand current and emerging human resource needs, identifying priority areas for action and facilitating the development of solutions. Works with departments and the policy and consulting area in the development, co-ordination and implementation of the Corporate Human Resource Development Strategy.

Information Management

Provides strategic information management services and business support services for PAO. Works with departments to develop and implement plans for effective management of human resource information. Desktop and network support services were transitioned to the Alberta Corporate Service Centre in this year.

Human Resource Innovation and Process Improvement

Promotes and supports innovation and process improvement in the development and delivery of human resource programs. Provides strategic leadership in the effective use of technology in human resources. Represents PAO and the Human Resource Director's Council in maintaining the effectiveness of IMAGIS and implementing new initiatives in IMAGIS (the cross-government human resource information management system).

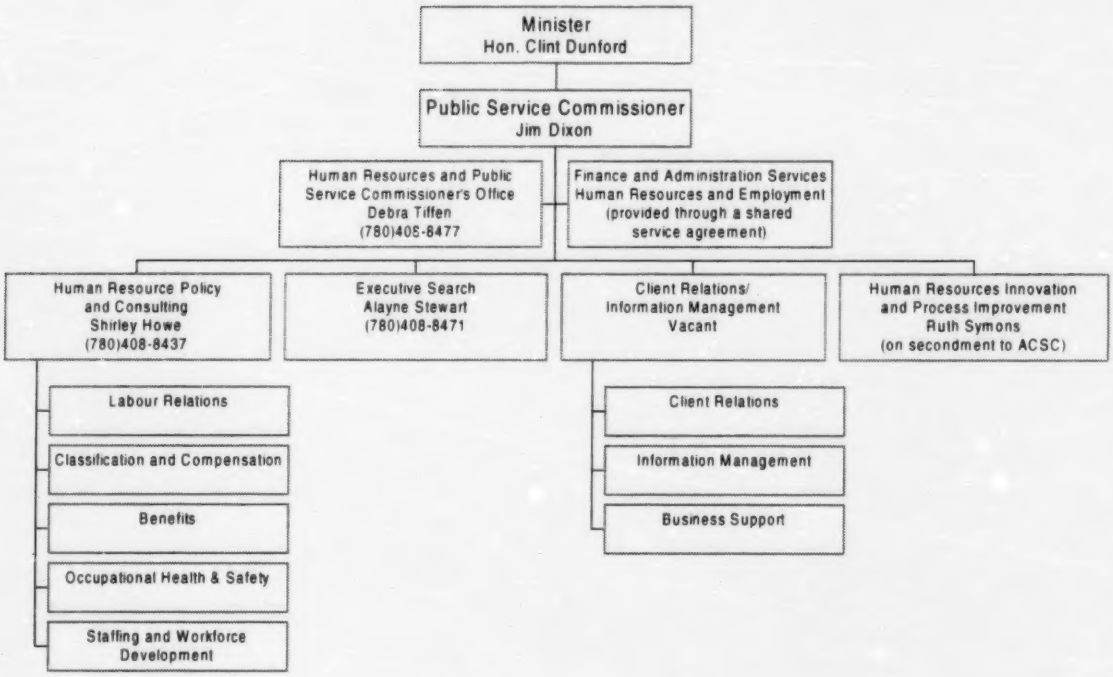
Human Resources and Public Service Commissioner's Office

Provides departmental human resource support, advice and leadership to PAO. Co-ordinates preparation and submission of the business plan, performance measures, annual report and the budget. Prepares briefing material. Human Resource services such as staffing and payroll and benefit services were transitioned to the Alberta Corporate Service Centre in this year.

Finance and Administration Services

PAO has had a shared service arrangement to receive finance and administrative services since 1987. Services in 2000/2001 were received in part through the department of Human Resources and Employment and in part through the Alberta Corporate Service Centre. This includes the role of Senior Financial Officer, financial advice and support, accounts payable processing as well as library, mail and courier, accommodation, and records management services.

Personnel Administration Office
Organization Chart



AUDITOR GENERAL *Alberta*

Report of the Auditor General on the Results of Applying Specified Auditing Procedures to Key Performance Measures

To the Members of the Legislative Assembly

I have performed the following procedures in connection with the Personnel Administration Office's performance measures. The Personnel Administration Office's performance measures are included in the *2000-2001 Annual Report of the Ministry of Human Resources and Employment* as presented on pages 128 to 141.

1. Information obtained from an independent source, such as Statistics Canada, was agreed with the information supplied by the stated source. Information provided internally was agreed to the reports from the systems used to develop the information.

2. The calculations which converted source information into reported measures were tested.

3. The appropriateness of the description of each measure's methodology was assessed.

As a result of applying the above procedures, I found no exceptions. However, these procedures do not constitute an audit and therefore I express no opinion on the Personnel Administration Office's performance measures included in the *2000-2001 Annual Report of the Ministry of Human Resources and Employment*.

Peter Valentine

Peter Valentine, FCA
Auditor General

Edmonton, Alberta
July 24, 2001

results analysis

goals, measures, results

Goal 1: Strategic Leadership: Provide strategic leadership to departments in addressing cross-department human resource needs and issues.

STRATEGIES

Greater integration and effectiveness of corporate and departmental efforts in addressing priority human resource issues:

- Maintain the integrity of the overall human resource system in government by ensuring effective corporate/ministry interface in managing and measuring human resource outcomes.
- Work with departments to develop the 2001-2004 corporate human resource plan and ensure its implementation through the development of complementary departmental plans and realigned human resources delivery. Ensure the plan supports the People and Prosperity initiative.
- Co-ordinate the use of the Corporate Human Resource Research and Development Fund to support priority human resource needs.

Increased ability of departments to meet their human resource needs:

- Facilitate the adoption of human resource best practices across the public service, including the use of technology to enhance human resource processes.
- Provide expert consulting to departments on core business areas.

Maintain an ongoing review of human resource directives and regulations to ensure they are current and relevant, and in keeping with the intent of regulatory reform.

RESULTS

PAO and the human resource community worked closely together to facilitate the transition of the delivery of human resource services to the Alberta Corporate Service Centre. This involved drafting department, PAO and ACSC roles and responsibilities in human resources as well as providing the necessary data and information to begin to establish clear service level expectations for transactional services.

PAO provided leadership and coordination to the Corporate Human Resource Development Strategy as part of the implementation of the Corporate Human Resource Plan.

- Continued to promote the Ambassador Program as a tool for departments to use in communicating with post-secondary institutions and students to facilitate work experience opportunities, on-campus recruitment activities and to promote the Alberta government as an attractive employer.
- Held the second Knowledge Fair which was available to employees on a drop-in basis. The Knowledge Fair provided information and demonstration booths on topics related to learning and leadership to the approximately 800 public service employees who attended.
- Redesigned the on-line leadership development toolkit to increase its effectiveness for employees.
- Continued to distribute the *Unwrap Your Future* flyer to all employees as part of the Strategy's communication plan.
- Development planning workshops were introduced to assist employees who have accessed the assessment services (multi-rater feedback process) in turning their feedback into action plans.

The Alberta public service received national recognition from the Institute of Public Administration of Canada (IPAC) for the Corporate Human Resource Development Strategy. The strategy was awarded Gold for innovative management.

Projects funded under the Corporate Human Resource Research and Development Fund included:

- Corporate Human Resource Development Strategy initiatives including leadership development, enhancements to the internship program and the Core Measures Survey
- Classification Plan Review
- Seminar for Commonwealth Permanent Secretaries
- Alberta Corporate Service Centre Transition Supports
- Accessed best practices research in human resource management through Conference Board of Canada and Corporate Leadership Council memberships
- Institute of Public Administration of Canada's Roundtables on attraction and retention
- Canadian Policy Research Network Quality of Employment Indicators Website

PAO continued to utilize technology to enhance business outcomes. This included redesign of the PAO home page to improve user access to information. Through the PAO web site a number of interactive systems were developed to streamline processes and save time. These included:

- The annual salary survey was conducted through a web based application. Users indicated this was their first online salary survey and the majority indicated that it was an improvement over paper-based surveys. The survey will be conducted online again in 2001.
- The virtual Knowledge Fair was again placed on the PAO site (www.gov.ab.ca/pao/knowledgefair/) and it provided employees with online access to brochures, booklets, self-assessment tools and information sheets related to learning and leadership development.
- Registrations for the issues series and the knowledge fair evaluation process were also completed online.

The Employee Information Centre (www.gov.ab.ca/pao/infocentre/) was created to provide all employees with online access to a wide range of information on government, government departments and their employment in the Alberta public service.

PAO continued to provide expert consulting on the human resource policy frameworks, strategies and to provide strategic services to departments.

PERFORMANCE MEASURES

Client Satisfaction

- PAO conducts a comprehensive survey of client satisfaction every two years with its primary clients (deputy ministers and their executive committees, human resource directors and human resource consultants in government departments). The latest survey was conducted in 2000/2001.
- To measure client satisfaction, an independent survey organization, Research Innovations Inc., conducted a census survey of PAO's clients using a combination of telephone, personal interviews and web/e-mail based data collection methods. Of the 258 clients eligible to participate, 234 participated in the study. Data on measures of overall satisfaction with working relationships with PAO and overall satisfaction with PAO's human resource strategies and policy frameworks was collected through either a personal interview or by telephone, in order to be consistent with prior surveys. Individual responses were categorized on a scale of one to five ranging from very satisfied to very dissatisfied. Results were averaged to give each group equal weight.

Corporate Human Resource Plan

- The Corporate Human Resource Plan is developed annually in conjunction with departments and is approved by deputy ministers. It addresses priority areas for human resource management in the Alberta public service. Measurement data is collected through the annual Core Measures Survey and also through departmental reports submitted on the Corporate Human Resource Development Strategy (one of the priorities within the Corporate Human Resource Plan for 2000/2001).

- Core measures of employee satisfaction have been established and annual surveys have been conducted since 1996 to assess employee views. The Core Measures Survey is conducted by an independent survey organization. The most recent survey was a telephone survey with 4,408 Government of Alberta employees (approximately 24 percent of the workforce) and was conducted from October to December 2000. For the 1998/1999, 1999/2000 and 2000/2001 survey results, the margin of error was no greater than ±2 percent at the 95 percent confidence level.
- Department data on the Corporate Human Resource Plan is collected through departmental reports and results are collated by PAO.

Human Resource Directives and Regulations

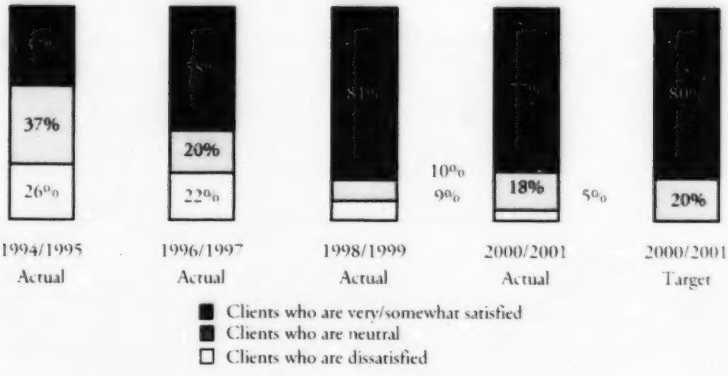
- PAO tracks and regularly reviews the human resource directives and regulations to ensure that the regulatory framework for human resource management is appropriate and meets the government's regulatory reform objectives.

ANALYSIS

Client Satisfaction[1]

Seventy-seven percent of clients were somewhat or very satisfied with the corporate human resource strategies and policy frameworks in 2000/2001, which is slightly below the established target. The change is due to an increase in the percentage of clients who are neutral (neither satisfied nor dissatisfied). The number of dissatisfied clients decreased slightly from the previous survey. The results remains significantly above the 58 percent satisfaction level in 1996/1997. The next survey will be conducted in 2002/2003.

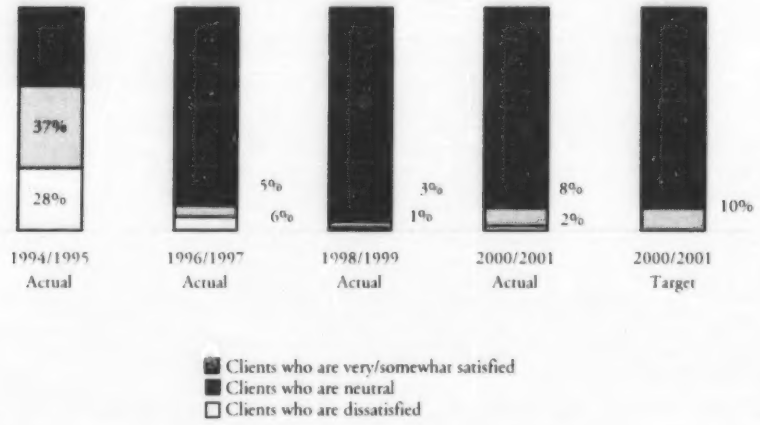
Client Satisfaction with Human Resource Strategies and Policy Frameworks



[1] 1994/1995 actual figures were derived from responses to a group of questions. 1996/1997, 1998/1999 and 2000/2001 actual figures were derived from a single question posed to a larger survey universe.

In regard to working relationships with PAO, the results from the 2000/2001 client satisfaction survey showed a slight decrease in satisfaction to 90 percent which meets the target established for 2000/2001. The next survey will be conducted in 2002/2003.

Client Satisfaction with Working Relationships with the Personnel Administration Office



Corporate Human Resource Plan

Performance Indicators	Source	1998/1999 Actual	1999/2000 Actual	2000/2001 Actual	2000/2001 Target
Succession plans in place for key positions	Department data	n/a	n/a	Plans in place	Plans in place for all executive positions reporting to the Deputy Minister
Number of developmental moves for staff:	Department data				
• Executive Managers		36	72	29	28
• Other Managers		291	340	154	232
Number of work experience, co-op and internship placements	Department data	395	529	562	450+
% of interns whose employment continued in 2000/2001	Department data	n/a	n/a	94%	New measure – baseline to be established
Demonstrated linkages between department human resource plans and achievement bonus criteria, and corporate human resource plan goals	Department data	n/a	n/a	Linkages are evident based on a review of department plans	Qualitative Assessment

The business plan goal for the Corporate Human Resource Plan was for all results to be within five percent of each target. Specific results are discussed below and under goal two on the following pages. Overall, the results were positive.

- Departments continued to develop and implement their leadership continuity strategies. In 2000/2001, all departments ensured that succession plans were in place for all executive positions reporting to the Deputy Minister.
- The number of developmental moves for executive managers exceeded the target and the number for other managers was below the target.
- Departments have shown strong support for work experience, co-op and internship programs which are part of the strategy to market the public service as an attractive employer and provide a variety of opportunities for young people making the transition from school to work.
- Work continued on ensuring that linkages were in place between the achievement bonus criteria, department HR plans and corporate HR plan goals.

Number of Human Resource Regulations and Directives

The number of regulations remained constant in 2000/2001 and the number of directives decreased by three. PAO continues to review all directives at least once every three years.

	1998/1999 Actual	1999/2000 Actual	2000/2001 Actual	2000/2001 Target
Regulations	4	4	4	maintain or reduce
Directives	108	108	105	

Source: Personnel Administration Office.

SUPPLEMENTAL INDICATOR

In 2000/2001, the number of grievances that progressed to the arbitration level increased slightly from the previous year. The majority of grievances continue to be resolved prior to arbitration.

Labour Relations Statistics

	1998/1999	1999/2000	2000/2001
Number of current year arbitration level grievances	30	27	32

Source: Personnel Administration Office.

Goal 2: **Alignment/Commitment: Provide human resource strategies, policy frameworks and consulting services that assist departments in compensating, rewarding and recognizing employees for their contributions to business plan goals.**

STRATEGIES

Establish a closer link between performance and rewards/recognition:

- Assist departments in linking employee performance to government performance through effective use of the performance management system.
- Identify and promote performance-based rewards options for opted-out and excluded employees, and bargaining unit employees subject to negotiations.
- Co-ordinate the Premier's Award of Excellence program.

Review and respond to total compensation issues to ensure they meet current realities and needs:

- Review and update the non-management classification plan to address identified needs, using a phased-in approach.
- Conduct collective bargaining.

RESULTS

In linking performance to rewards and recognition:

- Updated the overall performance management framework and created a guide which can be utilized by departments to evaluate the effectiveness of their performance management systems. Emphasis was placed on linking employees' work plans to the department's business plan. Conducted a pilot project involving seven departments to test the guide and to provide those departments with feedback on how to enhance performance management within their organization.
- Assisted and co-ordinated the implementation of the achievement bonus program for managers and opted out and excluded employees.
- Continued to deliver the Premier's Award of Excellence Program to maintain its profile as a prestigious corporate recognition program that supports learning and best practices. In 2000, 54 submissions were received and 36 teams were recognized with awards.

In partnership with departments, and in consultation with AUPE, PAO continued to provide leadership and co-ordination for the development of a modified Hay job evaluation plan for non-management jobs. Progress has been made on preparing for the implementation phase for subsidiaries 002 and 006. As well, the opted out and excluded group design phase has been completed and planning for implementation has begun.

As a result of negotiations on the wage opener in 1999, the term of the collective agreement was extended to September 2001. The collective agreement will be open for negotiation in May 2001.

PERFORMANCE MEASURES

Results for the performance measures associated with this goal are gathered through the annual Core Measures Survey (for methodology refer to page 9).

Corporate Human Resource Plan Measures	Source	1998/1999 Actual	1999/2000 Actual	2000/2001 Actual	2000/2001 Target
% of employees who understand how their work contributes to their department's business plan	Core Measures Survey	77%	81%	78%	80%
% of employees who understand how the work of their department contributes to government business plan goals	Core Measures Survey	n/a	n/a	71%	new measure – target to be determined
% of employees who report their organization provides expected outcomes for their work	Core Measures Survey	n/a – new measure	66%	70%	68%
% of employees who receive recognition for their contributions to progress on business plan goals	Core Measures Survey	51%	50%	53%	55%
% of employees who are satisfied with their employment in the Alberta public service	Core Measures Survey	78%	80%	85%	80%

ANALYSIS

Seventy-eight percent of employees surveyed understand how their work contributes to their department's business plan which is below the target but within the 5% variance established for targets under the Corporate Human Resource Plan. These results remain above the results for 1998/1999.

Seventy-one percent of employees understand how the work of their department contributes to government business plan goals and 70 percent report that their organization provides expected outcomes for their work. These measures were added to track employees understanding of the government's goals and targets. Strengthening employee understanding of how their work fits into their department's business plan and also increasing the linkages and understanding of how a department's business plan fits into the government business plan ensures that all employees are working towards common, understood goals.

Fifty-three percent of employees surveyed reported that they received recognition for their contribution to business plan goals. This is still below the target of 55 percent however improvement has been made. At the same time, however, a significant percentage (85%) of public service employees reported they are satisfied with their employment in the Alberta public service.

Departments continue to focus on enhancing their rewards and recognition programs.

Goal 3: **Well-being: Provide human resource strategies, policy frameworks and consulting services that assist departments in providing a safe work environment and supporting the well-being of employees.**

STRATEGIES

Assist employees in managing their well-being:

- Deliver an employee assistance program for public service employees.
- Develop and implement a strategy that promotes wellness in the Alberta public service.

Reduce accident/injury and illness/long term disability (LTD) rates:

- Advance the Partnerships in Safety program in high and medium risk departments.
- Implement the Partnerships Program Quality Assurance Management System.
- Expand the Employee Support and Recovery Assistance (ESRA) program to include other disability management initiatives that improve organizational health and wellness.

RESULTS

PAO continued to deliver an employee assistance program for the public service and began work on developing a corporate approach to promote wellness in the public service. A corporate wellness team was established.

As the certifying partner for government, PAO continued to work with high and medium risk departments to pursue their certification. Departments involved with program building and/or pursuing a certificate of recognition under the Partnerships program in 2000/2001 included Environment, Justice, Agriculture, Human Resources & Employment and Infrastructure.

PAO developed a cross ministry quality assurance management system which has been endorsed by Human Resources and Employment (provincially responsible for Partnerships Program).

PAO continues to demonstrate its leadership role in the area of occupational health and safety by maintaining its Partnerships in Safety Certificate of Recognition.

PAO co-ordinated services under the Employee Support and Recovery Assistance (ESRA) program. 2000/2001 was the third year of the program which is designed to assist employees with recovery assistance and an earlier return to work from an illness leave. In its third year, ESRA assisted 135 employees in an earlier return to work.

The voluntary retirement program for recipients of long term disability was offered to management and opted out & excluded employees who were on LTD and eligible to retire with a full pension. Seven employees accessed the program

with a net savings of approximately $1 million. A savings of $3.04 for every $1 cost was achieved.

PERFORMANCE MEASURES

The measures shown below provides information on the time lost due to accident, injury and illness in the Alberta public service and related costs.

- Work days lost measures the number of work days that employees lost due to injury, relative to the total hours worked.
- Direct Costs to Government measures the total cost to government for the Workers' Compensation Board (WCB) premiums and WCB supplement paid. WCB supplement is paid by government and covers the first 80 days of a WCB approved absence for salaried employees.
- Time Lost to General Illness measures the average number of general illness days taken per employee across the public service. General illness covers absences due to illness or injury greater than three days to a maximum of 80 days.
- Costs of General Illness captures salary costs for general illness absences.
- The Long Term Disability (LTD) incidence rate measures the number of new Long Term Disability claims per 1000 employees. The total number of employees includes a small number who are within the first three months of their employment that would not be eligible for LTD benefits.

Health, Safety & Wellness Performance Measures (Calendar Year)	Source	1998 Actual	1999 Actual	2000 Actual	2000 Target
Work days lost (per 10,000 person days worked) $\frac{\text{Number of working days lost X 80,000 hours}}{\text{Employee Hours worked}}$	IMAGIS* database, WCB, department data	Not available	34.9 days/ 10,000 person days worked	42.5 days/ 10,000 person days worked	Maintain or reduce
Direct Cost to Government ($ Thousands) (WCB Assessment Premium + WCB Supplement)	IMAGIS* database	Changed to calendar year	$4,333	$4,881	Maintain or reduce

Health, Safety & Wellness Performance Measures (Fiscal Year)	Source	1998/1999 Actual	1999/2000 Actual	2000/2001 Actual	2000/2001 Target
Time lost to General Illness (Average # of days lost per employee)	IMAGIS* database	4.5 days per employee**	4.6 days per employee**	4.3 days per employee***	Maintain or reduce
Cost of General Illness ($ Thousands)	IMAGIS* database	$11,400**	$13,100**	$13,700***	Maintain or reduce
Long Term Disability (LTD) Incidence Rate (Number of new claims per 1000 employees)	IMAGIS* database, PAO, Great-West Life	13.7 per 1000 employees	14.2 per 1000 employees	13.9 per 1000 employees	Maintain or reduce

*IMAGIS is the cross-government human resource management information system.

**Restated from 1999/2000

***Preliminary figures

ANALYSIS

The work days lost measure and the cost of WCB have been restated to follow the calendar year which is the same time frame used to report lost time in the *Measuring Up* section of the Government of Alberta's annual report. The work days lost in the Alberta public service in 1999 were 34.9 days which is significantly below the 53.8 days reported for all of Alberta in *Measuring Up*.

Within the Alberta public service, from 1999 to 2000 there was an increase in the work days lost rate although the actual number of incidents decreased slightly. There were 328 disabling injuries in the public service in 1999 and 324 in 2000. The increase in the work days lost rate is due primarily to the length of the related absences which are affected by the average age of the workforce and the nature of the injuries. It is also affected by the results of reheard WCB claims resulting in days lost being charged to the current year. PAO continues to work with departments on appropriate health and safety intervention strategies, as well as with the Alberta Corporate Service Centre to improve timing and consistency of data entry.

The direct cost to government indicator measuring total WCB costs to government increased. This is a result of the increase in the number of days of WCB supplement paid in 2000 as well as increases in the average salary and size of the public service (which affects both the cost of WCB premiums and supplement).

Time lost to general illness decreased slightly from 1999/2000 and the target was met. The related cost of general illness increased slightly as a result of increased salary costs across the public service. The number of new long term disability claims decreased to 13.9 per 1000 employees.

Initiatives such as the Employee Support and Assistance Program, the Employee Assistance Program and the Partnerships in Safety Program assist the public service in reducing the incidence and/or severity of accidents, injury or illness and the related time away from work. PAO continues to work with departments to ensure that disability management supports and strategies are in place within the public service.

SUPPLEMENTAL INDICATOR

PAO delivers an Employee Assistance Program (EAP) which provides diagnostic and referral services on behavioural health issues for employees of the Alberta public service. In 2000/2001, the number of new clients that accessed the program increased.

Employee Assistance Program Statistics

	1998/1999	1999/2000	2000/2001
Number of New Clients Accessing Diagnostic and Referral Assistance	541	512	614

Source: Personnel Administration Office.

Goal 4: Competence/Versatility: Provide human resource strategies, policy frameworks and consulting services that assist departments in retaining, attracting, selecting and developing employees to meet current and future needs.

STRATEGIES

Ensure departments are positioned to respond to emerging human resource needs:

- Work with departments to develop and implement leadership development and continuity strategies.
- Work with departments to review and ensure the effectiveness of the staffing process.

Increase the number of skilled people interested in employment with the Alberta public service (APS):

- Continue initiatives to market the APS as an attractive employer, provide work experience opportunities for youth and attract skilled workers to the APS.
- Provide a corporate search program targeted at attracting and recruiting to executive and senior official levels; assist departments in facilitating internal and external executive mobility; and provide search consulting for senior positions with significant government agencies, boards and commissions.

RESULTS

Work continued with departments to establish and operationalize their leadership development and continuity plans. PAO's work supported a corporate approach to building leadership capacity across the public service, specifically at the senior executive levels.

A project was initiated to develop the capacity for applicants to apply on-line for public service jobs. This project will facilitate the application process for people interested in working with the APS as well as streamline the process by which applications are entered into the human resource management system (IMAGIS).

Continued to promote the Ambassador Program to market the APS and to ensure managers and post-secondary institutions have the information they need to facilitate work experience, co-op placements and internship opportunities with the APS.

Continued to manage effective staffing processes for senior officials, executive managers and other senior positions with significant agencies, boards and commissions. PAO also provided support to departments by facilitating lateral transfers.

PERFORMANCE MEASURES

Data for the performance measure associated with this goal is gathered through the annual Core Measures Survey (for methodology refer to page 9).

Business Plan Measure	Source	1998/1999 Actual	1999/2000 Actual	2000/2001 Actual	2000/2001 Target
% of managers who report their employees have the skills to meet current and future needs	Core Measures Survey	93% current 82% future	93% current 81% future	92% current 81% future	90% current 80% future
Employee's assessment of organizational support for their learning to meet current and future needs	Core Measures Survey	76% current 69% future	72% current 64% future	76% current 66% future	78% current 70% future

ANALYSIS

Results continue to be strong in this area. In 2000/2001 managers reported that 92 percent of their employees have the skills to meet current needs. This is slightly lower than the previous year but still on target. Eighty-one percent have the skills to meet future needs which exceeds the established target.

Employee assessment of organizational support for their learning increased for current needs and future needs. The results are again on or close to the 1998/1999 level. Results had decreased slightly in 1999/2000, in part, due to the reorganization of government in May 1999. As anticipated, as employees accessed the supports available in their new organization their assessment of supports for learning increased.

SUPPLEMENTAL INDICATOR

Executive Search conducted 45 competitions in 2000/2001 (eight of which were carried forward from 1999/2000). These competitions involved service to 13 departments and 5 significant agencies, boards and commissions. In the 2000/2001 point-of-service client surveys, all Executive Search clients were satisfied with the service provided.

Executive Search Statistics

	1998/1999	1999/2000	2000/2001
Number of Competitions			
Open	43	29	28
Limited	16	19	17
Total	59	48	45
Competitions Managed			
Senior Official/Deputy Minister	6	4	1
Executive Manager II	10	8	9
Executive Manager I	22	25	29
Other Levels	6	7	1
Other[2]	15	4	5
Total Competitions Managed	59	48	45

Source: Personnel Administration Office.

[2] Includes provincial agencies, boards and commissions.

Supplementary Information

INSURANCE AND BENEFIT PLANS

The following two tables provide statistics on the benefits paid and usage of employee insurance and benefits plans. A description of the plans accompanies each table.

Life Insurance Plan Claims

Plan		Benefits Paid (in $ Thousands)		
		1998/1999	1999/2000	2000/2001
Basic Group Life Insurance	Bargaining Unit Deaths	33	33	41
	Total Benefits Paid	$2,236	$2,452	$2,802
	Management and Excluded Deaths	9	11	9
	Total Benefits Paid	$844	$1,638	$1,434
Accidental Death and Dismemberment Insurance	Bargaining Unit Deaths	2	1	0
	Total Benefits Paid	$130	$180	$0
	Management and Excluded Deaths	0	0	1
	Total Benefits Paid	$0	$0	$83
Dependents' Life Insurance	Bargaining Unit Deaths	30	23	16
	Total Benefits Paid	$198	$146	$106
	Management and Excluded Deaths	11	3	10
	Total Benefits Paid	$85	$25	$90
Enhanced Life Insurance	Deaths	4	7	4
	Total Benefits Paid	$389	$833	$894
Retiree Life Insurance	Bargaining Unit Deaths	154	173	136
	Total Benefits Paid	$462	$520	$408
	Management and Excluded Deaths	26	48	40
	Total Benefits Paid	$78	$146	$124

Source: Personnel Administration Office; Great-West Life.

About The Plans

Basic Group Life and Accident Insurance

A lump sum is paid to the beneficiary on the employee's death. A partial advance payment of the total coverage may be paid to a terminally ill employee. The employer pays two thirds, and the employee pays one third of the premium.

Accidental Death and Dismemberment Insurance

This policy provides additional benefits if death was accidental, or if an accident causes loss of use of limbs. The employer pays two thirds, and the employee one third of the premium.

Dependents' Life Insurance

Employee-funded, this benefit is paid to the employee on the death of an insured spouse or child.

Enhanced Life Insurance

Employee-funded, this additional coverage is based on a multiple of annual salary and is available to management and non-union employees.

Retiree Life Insurance

The bargaining unit plan provides a $3,000 benefit to the beneficiary on the death of the retired employee. As of July 1999 the benefit increased to $4,000 (for new retirees). The management and excluded plan provides a $3,000 benefit to the beneficiary on the death of the retired employee if the employee retired or terminated with 10 to 20 years of service, and $5,000 with 20 or more years of service.

Benefit Plans

Plan		Benefits Paid (in $ Thousands)		
		1998/1999	1999/2000	2000/2001
Extended Medical Benefits and Prescription Drug Plans	Bargaining Unit Extended Medical Benefits Paid	$5,711	$7,577	$8,087
	Management and Excluded Extended Medical Benefits Paid	$740	$961	$933
	Management and Excluded Prescription Drug Benefits Paid	$2,004	$2,495	$2,639
Travel-Occupational Accident Insurance	Deaths	2	0	0
	Benefits Paid	$219	$0	$0
Dental Plans	Bargaining Unit Benefits Paid	$7,595	$7,704	$8,000
	Management and Excluded Benefits Paid	$3,496	$3,981	$4,280
Long-Term Disability Income Continuance Plan	Benefits Paid	$19,328	$19,884	$21,104
	Number of Employees receiving benefits	1,143	1,166	1,161
	Number of new claims during the year	290	272	275
Employee Funded Leave Program	Fund Value	$530	$560	$496

Source: Personnel Administration Office; Blue Cross; Great-West Life; Clarica; Canada Trust

About The Plans

Extended Medical Benefits and Prescription Drug Plans

The bargaining unit extended medical benefits plan provides optional coverage for prescription drugs and other medical services. Employees and the employer each pay 50 percent of the premiums. The *1st choice* plan for managers and non-union employees is composed of two optional plans. One plan provides core or enhanced coverage for extended medical services; the other plan provides core or prescription drug coverage. There is a co-sharing of premiums between the employer and participating employees.

Travel-Occupational Accident Insurance

This plan covers wage and a small number of other employees who are not covered under the life insurance plan. The plan is employer-funded and is for accidents causing death or dismemberment which occur at work or when travelling on government business. The principal benefit is equal to four times an employee's salary to a maximum of $125,000.

Dental Plans

The bargaining unit and core management plans reimburse 80 percent for basic dental services, 50 percent for major services and 50 percent of orthodontic services (within annual limits). An enhanced employee-paid plan under the *1st choice* program for management and non-union employees provides a higher reimbursement level. All plans cover the employee, the employee's spouse and eligible children.

Long-Term Disability Income Continuance Plan

Employees unable to perform at least 60 percent of their job duties or undertake employment due to their medical condition are provided with benefits equal to 70 percent of their pre-disability salary. Employees capable of returning to work receive rehabilitation and re-employment assistance.

Employee Funded Leave Program

Employees may regularly set aside a portion of their salaries with a trustee. They then receive the deferred salary back at a later date while on a leave of absence ranging from four to 12 months in length.

PROFILE OF THE ALBERTA PUBLIC SERVICE

As at March 31, 2001 there were 21,518 salaried[3] employees in the Alberta public service, an increase over March 31, 2000 when there were 20,446 employees. This distribution reflects the Ministry structure in place during the reporting period, prior to the new structure announced March 15, 2001.

Distribution of Staff by Department

Department	Employees	Proportion of Public Service
Agriculture	1,333	6.2%
Alberta Environment	2,451	11.4%
Auditor General	109	0.5%
Children's Services	2,686	12.5%
Community Development	710	3.3%
Economic Development	218	1.0%
Executive Council	66	0.3%
Government Services	388	1.8%
Health and Wellness	2,196	10.2%
Human Resources and Employment	2,380	11.1%
International and Intergovernmental Relations	105	0.5%
Infrastructure	1,815	8.4%
Innovation and Science	326	1.5%
Justice	3,947	18.3%
Learning	991	4.6%
Legislative Assembly Office	76	0.4%
Ministry of Gaming	25	0.1%
Municipal Affairs	379	1.8%
Office of the Chief Electoral Officer	9	0.0%
Office of the Ombudsman	19	0.1%
Personnel Administration Office	71	0.3%
Public Affairs Bureau	172	0.8%
Resource Development	569	2.6%
Treasury	477	2.2%
Total	21,518	100%

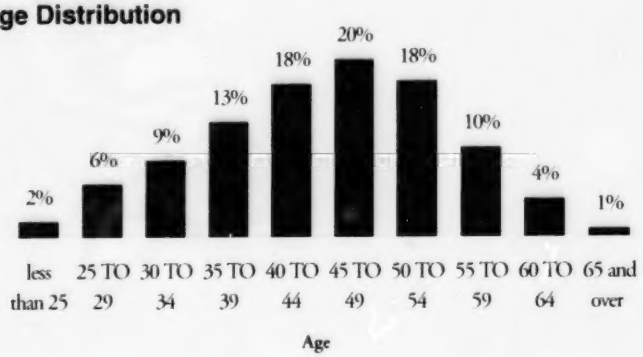
Source: IMAGIS database (the cross-government human resource information management system); Legislative Assembly Office.

[3] Salaried staff includes permanent, temporary and long-term wage employees.

The following charts include permanent, temporary and long-term wage employees. Data is obtained from IMAGIS, the cross-government human resource information management system.

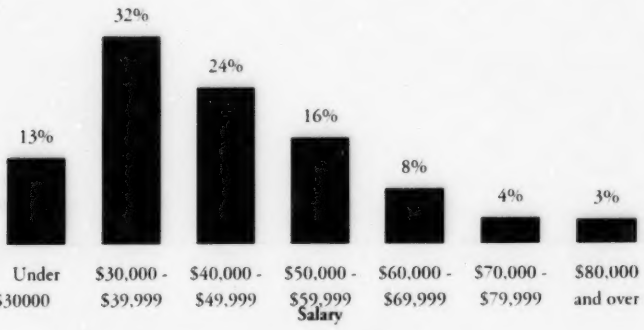
The average age of salaried public service employees went up by one year over 1999/2000 and is now at 45.

Age Distribution



The average annual salary of full time public service employees in 2000/2001 was $44,836.

Salary Range



Location of Public Service Employees